

From: RCARCHMA--VUS0212A Date and time 02/07/94 07:52:02
To: HREIF --VCH0021A Helmut Reif

From: Richard Carchman
Subject: IARC

*** Forwarding note from MRITTER --VCH0021A 31.01.94 17:04 ***
To: DGREENBE--VCH0021A D. Greenberg

2028360184

From: Mitchell Ritter
To:
Subject: IARC

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Dear David,
When we last met, you asked if I had any ideas about how to improve the organization of our efforts regarding the IARC ETS study. I have given it considerable thought, discussed it with a few people informally, and would like to submit the following:

IARC has three main components - political/regulatory, communications and scientific. Currently all three are working independently with only incidental and quite partial coordination. In addition, there are no common reporting lines, nor clear accountabilities.

Since restructuring this in organizational terms would be quite complex and not necessarily more effective, and since the major focus of the study is the European Union, it would make sense to regroup existing resources from the different organizations already interested in the study and operating within the Region, into a pluridisciplinary Project Group.

Members would be from
- PMCS (Henrik's Group)
- S & T
- Tony Andrade
- WRA
- PMCS Communications

There should be a designated Project Manager with overall coordinating - not line - responsibility, reporting back to you. This 5 person Project Group will implement strategy, monitor and report progress, and adjust strategy where appropriate. Important decisions will revert back to you with recommendations from the Group.

This is not a complex solution, and if it meets with your approval, I would recommend prompt implementation.

The key to the success of this entire approach is a shared perception of the situation as a whole and the danger it represents to the entire company and its business. Such a common understanding needs to be based on a good content understanding which no single part of the organization can provide. If this is not a common effort, it will fail.

I also believe that time is essential, and that if we do our work well before the study comes out, we won't have to rely too heavily on generally ineffective damage control.

Since this is recommendation time, and presumption is allowed (isn't it?), I would not be unhappy to see someone like Henrik running the show, though any representative from any of the organizations would be perfectly acceptable.

This is the essence of what I have come up with. Not very original perhaps, but certainly more effective than what is happening now.

2028360184, A

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Best regards,
Mitch

cc: HREIF --VCH0021A Helmut Reif RCARCHMA--VUS0212A Richard Carchman

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